WAITERS' HAND BOOK

LOS ANGELES ATHLETIC CLUB
RIVIERA COUNTRY CLUB
PACIFIC COAST CLUB

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INTRODUCTION

Giving outstanding service is one of the best ways we know to build dining room sales. Poor service will do more to keep members away than any other single item.

This manual is designed to help you improve your service to the members. If you wish to be of more value to the Club you owe it to yourself to read, study, and practice the procedures explained in this booklet.

Two of the most outstanding ways you can help make the Club a place where members like to congregate are: 1. Make it a habit to smile — not just a mechanical grin that turns on and off automatically, but a sincerely warm and friendly smile. 2. Remember the names of members and call them by their correct names on every possible occasion.

This manual will help you perform your duties in the best manner possible and as a result bring in more members resulting in higher earnings for you and increased dining room sales.

STRICTLY PERSONAL

Every man owes it to himself to maintain the highest standards in neatness, sanitation, refinement and dress. His friends and acquaintances admire these qualities. Business associates notice

and commend those who are fastidious. Men always notice it — and every waiter would do well to keep in mind, that in most cases, guests control his destiny in the commercial world.

YOUR PERSON

Clean body, face, hands, finger nails, hair, ears, neck.

Clean shave — well combed hair, neatly trimmed.

Well manicured finger nails and no nicotine stains.

No long hairs in nostrils.

Do not use perfumed hair oil, lotion or medicine with an odor. Be sure that dandruff has been brushed off coat collar.

Teeth and breath clean.

YOUR DRESS

Clean, well pressed and brushed uniform.

Clean, pressed, well tied tie that is not frayed.

Correct sized collar that is clean.

Clean cuffs that are not frayed. Be sure that shirt bosom stays in place.

Sox held up firmly, badge shined and buttons in place.

ON DUTY

Be sure to familiarize yourself with the day's specials and menu terms before starting to take

orders. The Handbook, "Dictionary of Menu Terms" will help you. Check Blackboard for day's specials. They are best to use for suggestions to persons who are undecided as to their order.

IN THE DINING ROOM

This is your business home. Here you are officially Ye Host. Keep your station in good condition. Well set tables, dustless chairs (and don't forget the rungs), a clean, orderly serving stand or side table, clean and well filled condiment containers, clean sugar, polished silver and carefully folded napkins.

SETTING THE TABLE

When table cloths are used, the folds should be centered so that they drape evenly over the sides. Be sure to use the right size so that the pad or silence cloth does not show.

Silence cloths usually extend a few inches over each side. Naturally, the table cloth must be a few inches longer on each side.

The standards of the Club demand spotless linen that is not torn, be sure to live up to the rules by sending back any linen which does not measure up to the standards.

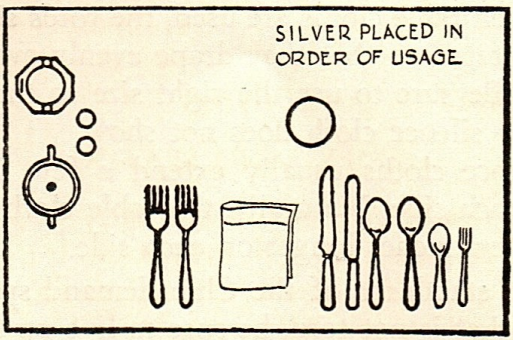
Do not serve sauces in bottles that have soiled

labels or tops, and always screw caps on tightly. This will prevent accidents caused by customers who start to shake a container before finding out if the cap has been screwed on tightly.

Each "cover" must be set according to the standard of the occasion. A few examples will be found in another chapter. Generally, this is about as follows:

To the left, the forks (with tines up) are laid so that the end of the handles are approximately one inch from the edge of the table.

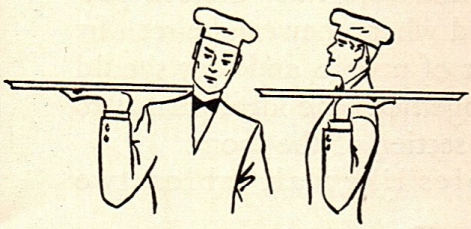
To the right the knives, edge toward the plate. Next to the knife or knives, comes the spoons with bowls up. Silver should always be laid so that the outside piece is the first to be used.



The water glass should be set to the right a few inches above the knife. In handling it do not let the fingers touch the inside of the rim.

Be sure that glass is sparkling and clean. The butter plate should be to the left at one side of the forks.

When removing a soiled table cloth from a table, take half of it off at a time, putting the tablewear on the fresh cloth as it is put on the other half. A clean napkin should be placed over soiled spots made during the service of any individual guest. It is not practical to change table cloths while the table is occupied.



Waiters should carry their trays on the left hand, an inch or two off the shoulder with arm back so that hand is almost even with the shoulder, fingers spread for good balance.

USHERING AND SEATING

The headwaiter should not carry on an extended conversation with the patron. It is advisable to greet each person with a cheerful "Good Morning," "Good Afternoon," or "Good Evening." Next, it is necessary to find out how many there are in the party. This must be done diplomatically. Many people, who dine alone

resent the phrase, "You are alone tonight?" Better to say, "One tonight?"

After determining the number in a party, it is considered good service to ask, "Is there any special place you prefer?" Obviously, this is impractical when the dining room is crowded.

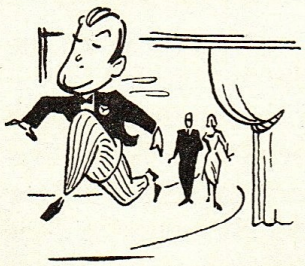
1. Elderly, fat or crippled people should be given tables close to the entrance.

2. Families with children should be placed in corners where loud talking or crying is not apt to bother other diners.

3. Well-dressed and colorfully dressed parties should be seated where they can be seen by the greatest number of people, and they should not all be seated together. The ideal plan is to have a few in each section of the room.

4. Young couples like wall tables, two seaters.

5. Men dining alone prefer tables along the wall or near windows, and dislike center tables.



A general complaint against headwaiters and captains is that they do not gauge their gait to suit that of the people they are ushering to a table. Due to necessity or choice some people

walk slowly. A few steps ahead of the patron is the correct distance.

Arriving at the table, the headwaiter should draw chairs out from the table, and while doing so noting whether or not the waiter has swept them free of crumbs, and assist ladies to remove coats. In the seating arrangement, place the ladies where they can see and be seen by the greatest number of people. Women especially enjoy being able to see those who enter and leave the dining room.

THE MENU

A clean menu should be placed in front of each diner. Before leaving the table, the headwaiter or captain should tell diners that the waiter will take their orders in a moment.

Next, a bus boy may fill spotless shining glasses with two cubes of ice and water, being careful they do not overflow and allowing space for the ice to thaw. A half inch from the top is correct.

Where there are no bus boys, the waiter often does this before he takes the order. A folded napkin is held under the pitcher to absorb possible dripping. The bus boy may also serve a pat of butter and a plate of rolls, always from the left. When handling glasses, pick up from

the base. Do not put fingers on top of plates and be sure to pick silver up by handles.

Club rules require that the members write their own orders. The check and a pencil are placed beside the menu to the right at this time. Be sure that pencil is sharpened, and new looking.

SERVING INSTRUCTIONS

If you have kept them waiting for a moment, while serving other guests, you should mention it about as follows: "I'm sorry to have kept you waiting. I'll do my best to hurry your order."

When you don't understand the order or member's writing, be sure to get it correct before leaving the table.

You might say: "Will you please clarify this item for me, sir?

Repeat each order given and make a mental note of which person orders each dish. Some have a plan of giving each chair at their station a mental number, and making a note on the check (in very small letters). People always appreciate receiving the correct order without additional explanation.

When the order has been taken correctly, be sure that it is given correctly to the cook. For an ala carte order, tell the member how long he

must wait for the preparation of his food. This is important because today so many people are in a hurry. Be sure that you receive what you order from the cooks, and that it is *properly garnished.* The service must be clean and orderly. Do not hesitate to ask the cooks to make changes suggested by diners. And do it willingly.

Be sure that hot foods are hot and served on hot clean china—and the cleaning should not be done in the dining room. *Cold foods must be cold.* To aid in serving hot foods be ready to pick them up when they come off the fire. The experienced waiter gives orders so that each dish is ready at the right point of service. Naturally, foods which take the longest to prepare must be ordered first. For the table d'hote service, it is often advisable to order each course as needed. Do not bring in the hot entrees with the first course. Try to bring them in hot off the fire.

As each course is served—and always from the left, except beverages, which must be served from the right—pick up the soiled dishes, all from the left, except glasses, cups and saucers, which are placed at the right, handles away from plate. Do this, and you will never have to reach across a guest's plate, which is a sign of discourtesy. Pride yourself on keeping the table

clean.

When you are serving a large party, be sure to pass foods properly. Hold dishes, from which guests must serve themselves, at the most comfortable height for them to take food without spilling.

If you are not certain that the guest has finished the course, ask quietly, "Have you finished?" or "May I take these dishes away?" Dishes must be placed on the table and taken away as quietly as possible.

While waiting for diners to finish their meal, keep your eyes on the table. Make it easy for them to signal for you. But try to anticipate their wants. Ninety per cent of the demands will be for butter, bread, water, and ash trays. However, before serving more bread and butter, it is advisable to ask if it is desired. Otherwise, food may be wasted.

Other points to guard against are:

1. Serving beverages in pots or cups on which a few drops have been spilled.

2. Letting the tag on a tea bag drop into the pot.

3. Allowing crumbs to remain on the table. Brush them off, using crumb utensil provided for this purpose. Before serving the dessert, remove the bread.

When diners have finished their last course, or when you know that they do not want further service, have the checks ready. (This applies to cash checks only.) Finger bowl service is available, give it with the last course. Warm water is preferable. A thin slice of lemon is placed in each bowl. If you are called upon to accept cash for checks, repeat the amount of money received about as follows: "Thank you. Ten dollars. I'll have your change in a moment."

Pull out chairs for the ladies, help them with their wraps and be sure to look on the chairs and under the table to see if they have left any parcels, bags or gloves.

BREAKFAST SERVICE

Breakfast is an important meal because patrons are in a hurry, haven't an appetite and often do not feel well. If food is good, service efficient and atmosphere cheerful, the whole day has been started right. Therefore, the waiter must be especially cheerful and wide awake.

For fruit juice, toast and coffee, the entire order is usually brought in at one time—fruit juice in front, toast to the left, and coffee to the right.

An individual package of cereal should be cut through the middle so guest can break in

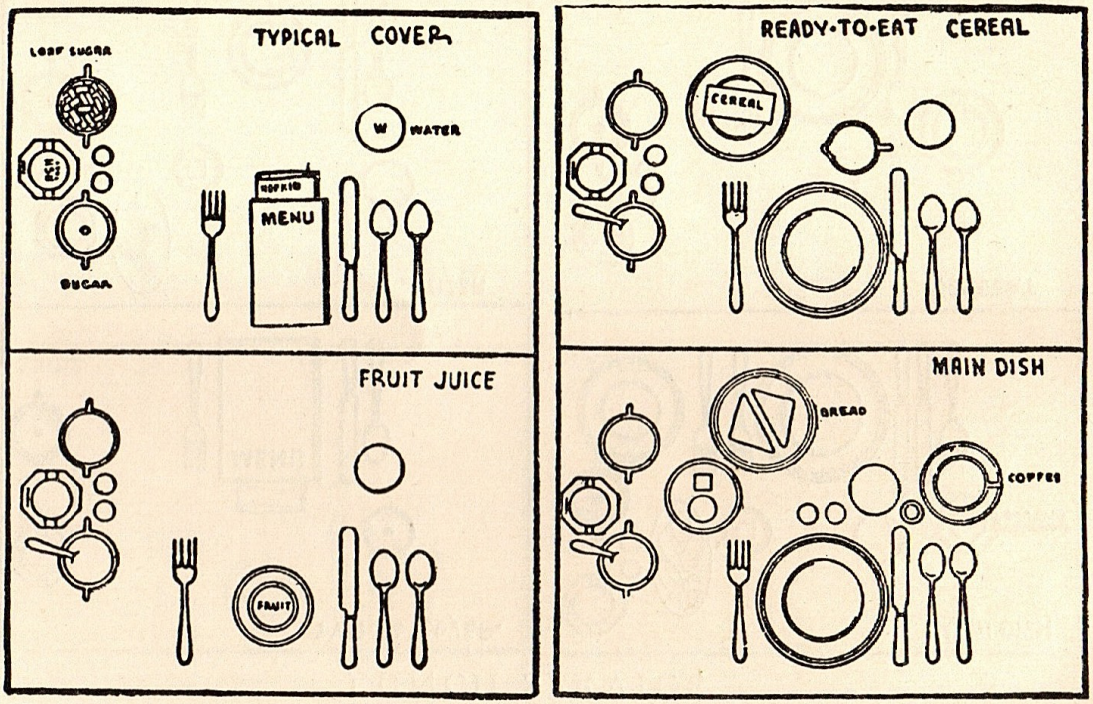
half and pour into bowl.

Good service for foods on which sugar is used, is to move the container close to the dish on which the sugar is to be used. The cereal bowl and service plate should be removed to make room for the next course. It is necessary to give speedy service and serve *hot foods hot* and *cold foods cold.*

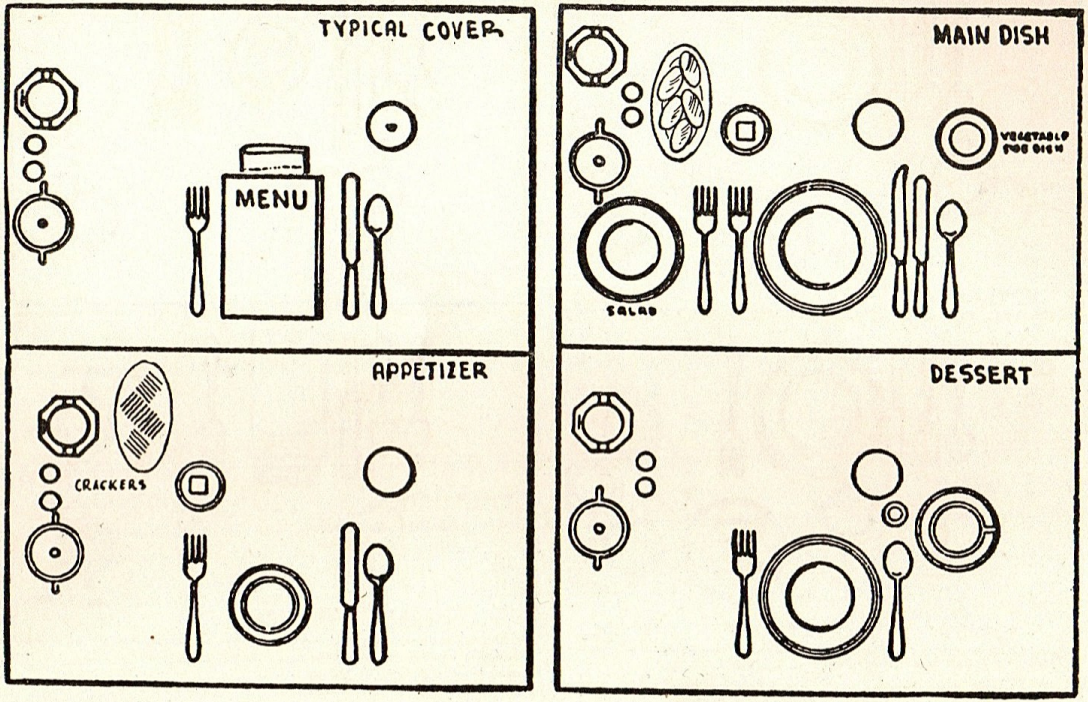
For eggs, meat and fish, salt and pepper should be brought to the front.

During this service the water glass should be refilled, if necessary, to three quarters full. Our especially fine service demands the use of a finger bowl with tepid water after breakfast.

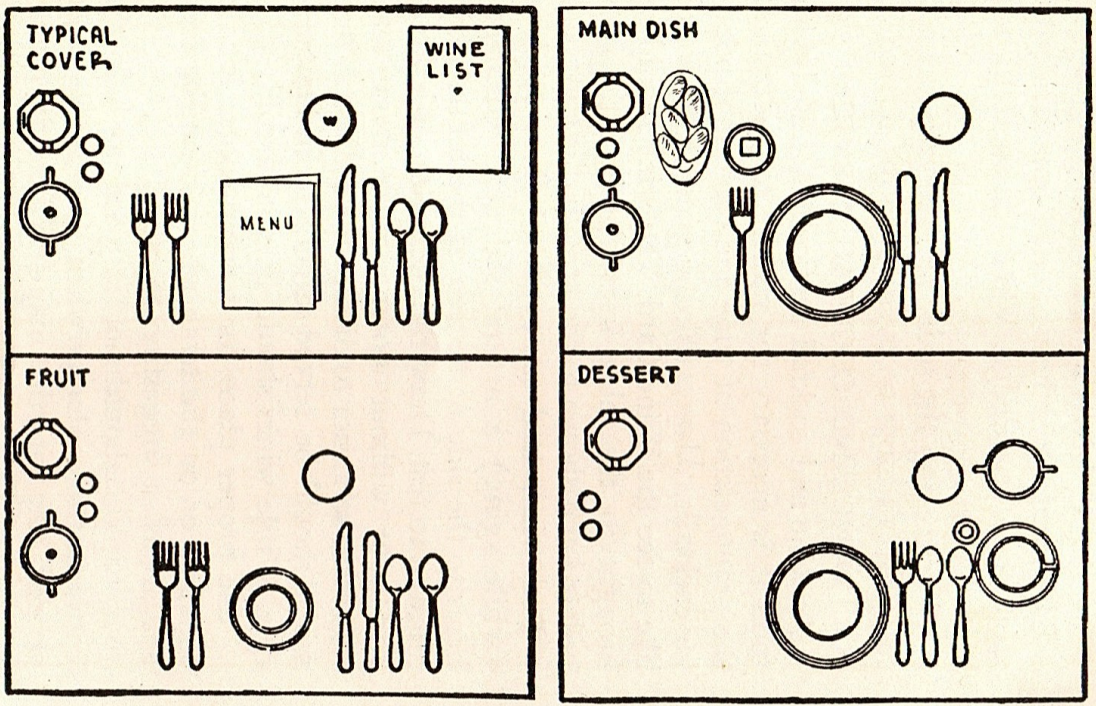
BREAKFAST SERVICE



LUNCH SERVICE



DINNER SERVICE



DINNER SERVICE

This meal gives the waiter an opportunity to show good knowledge. Wine and cocktails can be suggested.

When taking the order be especially careful to follow through on every detail of service.

WINE AND COCKTAIL SERVICE

As wine and cocktail service is handled with food it is necessary for waiters to understand the pronunciation of wine and content of popular cocktails. Always ask the guest if he would like to see the Wine Card. The wine should be brought to the table immediately after it is ordered and shown to the host for his approval.

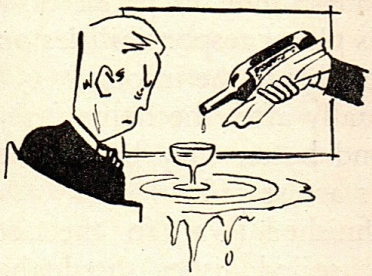
Red wines and some white wines produce (while aging) a natural sediment which adheres to the side or bottom of the bottle when allowed to rest. Draw the cork without jerking, and pour without moving bottle more than necessary so as not to disturb the sediment. Red wines should be served at cool room temperature. White wines should be served cold.

The proper place for a wine cooler is in a standard or on the table where it can be seen and act as a suggestion to others.

A napkin should not be used to hide the bottle in the cooler or when the wine is being poured. Any wine that may drip from the mouth

of the bottle while being poured can better be caught by a napkin held in the left hand.

The cork should be drawn several minutes before the wine is to be served, the lips of the bottle carefully wiped, and a small quantity poured into the glass of the host. This enables the host to ascertain whether the wine is in good condition.



The bottle (when the wine is being poured) should be held by the right hand with the label toward the party served, so that he may see what wine is being offered.

The glasses must be dry and absolutely clean and should never be filled more than two-thirds full. One cannot appreciate to the fullest extent a wine that fills the glass.

You need not get fresh glasses for the additional service of the same wine.

Serve drinks without spilling—on a tray from the right. They should be placed in front of the patron. Try to get the entire order with the cocktail. It can be given and be in preparation while they drink, but allow the patron to decide.

Special care must be used in handling carbonated beverages and beer. The cap should be removed from the bottle while it is being held away from the patron. Pour slowly into glass, allowing for foam and bubbles. Pour with glass held at an angle.

PARTY AND BANQUET SERVICE

People do more entertaining in public now than ever before. This places responsibilities on the waiter. But it also adds to the income.

Party service is usually after the home fashion. Water, bread and butter may be on the table when the guests are seated.

As each course is finished (wait for the last person to finish) the soiled dishes should be removed. Each course should be served to all members of the party at the same time if plates are filled in the kitchen. If the main dish is passed, start at the head of the table and serve from the left, walking around the table to the right. Hold the plate at the most convenient height and as close to the service plate as possible and convenient. Side dishes may have been placed on the table directly before or directly after the main dish has been passed.

The principle of party service is to annoy guests as little as possible but to anticipate their

desires. From the standpoint of economy it pays to give extra rolls or hot breads, butter and coffee only after a request from the patron.

Coffee, for party service, is usually served as a separate course so dessert is served without coffee. Speechmaking, at banquets, usually starts while coffee is being served so it is not unusual to have requests for extra coffee. Before coffee is served it is advisable to clear the table and remove the crumbs. If small cakes (Petits Fours) are served they may be left on the table during the speeches. Be sure that water glasses are filled, ash trays in place. (And mints if they are served.)

One of the most annoying things about banquet catering is how to handle those who come late. If the first course was on the table when the members were seated, the late comers eat it as is. If the first course is served after they are seated the late members may be asked "Do you wish to start with this course or do you want me to get the last course from the kitchen?"

In most cases he will say, "No, this is alright." But when he doesn't, it means a trip into the kitchen. And there's nothing that can be done about it. (This situation challenges you to a test of your hospitality. A friendly smile

can save the guests embarrassment and will prove that you are an expert waiter.)

CHILDREN

Take good care of the "kiddies" and you'll build business. Parents hesitate to take their youngsters out to eat because: first, it is generally difficult to get the right food; second, many restaurants have no provisions for them in the line of chairs, silver and bibs; and third, most servers leave the entire burden of serving to the mother. A proficient waiter will:

Secure a high chair or youth chair immediately—ask the adult if a bib is desired, and if so—fasten the bib around the child's neck. Hand small children a children's Menu. Do this whether they ask for one or not. Every child should have a menu if for no other reason than to give him something to occupy his attention. For this reason *do not pick up* the menu during the meal. Make it a point to bring the child's food or appetizer or main course, immediately. This serves to keep the child occupied and generally speaking a child takes longer to eat than an adult. For water glass use the tumbler instead of the high stem water glass.

Watch the child so that spilled food can be picked up immediately.

For very small children fill cups or glasses only half full—then refill only after a request by the mother.

Offer to change bib if it is badly spotted during the meal. This is advisable because of its effect on other diners.

Do not show irritation if child cries or is otherwise annoying. If the child cries so as to annoy patrons it may be advisable to ask the mother "Is there anything we can do for the baby?" But in most cases the head waiter should handle such situations.

When the party leaves, help the mother to take the baby out of the high chair and to put on the wraps.

Parents like to have their children flattered but from a distance. Do not play with them and do not hover too close during the meal.

CRIPPLES — THE FEEBLE

Most cripples are self conscious. So are old people if they require special service. The tactful person can offer to cut steaks, dish out food, light cigarettes, write orders.

CLEARING TABLES

Clearing the table is a part of the server's job,

this is a chance to show how carefully you can work. First take plates and other heavy pieces and place them in the center of the tray. Silver should go to one side and cups and plates to the other. Glasses go in special glass boxes. All this might not be done at one time, in that soiled dishes should be removed after each course. Never go to the kitchen empty-handed, if there are soiled dishes that should go back.

Serve and remove dishes from left whenever possible so that you need not reach in front of patron. Do not scrape plates at the table. Put plates with leftovers on them on the top of the pile. Do not overload the tray. Better to make two trips than to risk accidents.

Be sure to pick up soiled napkins, remove crumbs onto the tray, wipe up spilled foods and never use a napkin. Replace soiled napkins. *A fresh ash tray is brought when the one on the table has been used for several stubs.* If your tray is properly sorted it can be handled easily at the dishwashing station.

As the table is cleaned after each course, silver and other necessary items should be put in place for the next course.

PROTECT YOUR PROPERTY

You handle hundreds of dollars worth of property belonging to the Club each day. If you are careless with it, the wear and tear and breakage increases expenses and leaves less to meet the payroll. From a strictly selfish viewpoint it will pay you to be careful and to encourage others to be likewise.

A single broken glass often kills all the profit from a meal. A burned tablecloth erases the profit from your station for a day or more.

You will always pass to the right of other waiters and guests.

Be careful also that both ice and water is clean. If the glass is chipped, take it out of service before it causes a cut lip and a damage suit.

Be sure always that there are no silver, china or condiment containers in linen when it goes into the linen hampers.

Pick up spilled food from floor at once. Report spillage so that spots may be taken out while they are fresh. Always pick up anything that has been dropped on the floor wherever it is.

Never put back on the table, food, silver, dishes or napkins which have dropped on the floor.

Never accuse members of theft.

Remember always that cuts are dangerous. They must be treated at once.

If there are children at the table place hot containers where they are out of reach.

If foods or beverages are very hot, it is wise to warn diners as follows:

"This plate is quite hot, madam."

If you accept a diner's wraps or bag for checking or for hanging up, the Club becomes responsible for it if it is lost or stolen. Do not accept valuables, such as purses or jewelry for safekeeping.

When diners become ill, report to the Head Waiter at once so that they can be assisted out of the dining room quietly and quickly.

When you assist diners with their wraps, be careful not to tear them.

Pick up extra menus so that they will not become soiled.

Be careful not to take food away if, for any reason, one of the diners should absent himself.

If legs on tables or chairs have become scratched, report this to headwaiter at once. Women's stockings tear easily on such surfaces.

Wobbly tables must be reported to the head-waiter.

SIDE WORK

Water Bottles or Pitchers — Fill just before service starts. Be sure that they are clean.

Creamers — Fill to Club standard—not overflowing.

Ash Trays — Be sure that they are absolutely clean.

Silver—Clean, shining. Watch out for grease and egg stains.

Trays — Be sure that bottoms are also clean to protect your uniform and side tables.

Crackers — Be sure that they are clean and crisp. Don't serve broken pieces and crumbs.

Table cloths — Clean, well ironed, free from tears and stains, correct size.

Chairs — *ALWAYS DUST OFF CRUMBS.*

High Chairs — Dusted, ready for use.

Table Cards — Keep clean and keep them on all tables.

STANDARD RULES

Not all other restaurants have high standards, but any intelligent person will admit that it is more interesting and usually more profitable to work where everything must be done properly.

Therefore, we list the rules which are a part of our Club operation. Learn them — obey them and you will profit in every way.

You must not visit with fellow employees during service hours.

Do not tell your troubles either to guests or fellow employees.

Never discuss the house's business with members.

Don't play favorites by giving some members better service or extra helpings.

Do not slight women guests.

You must never argue with members. If their request is unreasonable, report it to the head waiter.

Report difficulty with the chef, cook or other fellow employees only after you are sure that it is the only way to insure satisfaction to the patron.

Never argue with fellow employees during mealtime. Patrons must never hear a word of friction.

Children and women in a party must always be served first.

Coffee must never be served in a saucer that contains drippings.

Plates must not be handled so that the fingers touch to top.

Never wipe china or dishes so that patrons see it.

Never hurry guests or show annoyance because they remain at your table too long.

Never in any way indicate a desire for a tip!

Never transfer your guests to another waiter without authorization.

Always work quietly. Do not run. A hurried atmosphere does not encourage hearty dining.

Do not lean on tables, counters, against the wall or in any way give an impression of laziness.

Be on time. In case of illness, notify dining room as far in advance as possible.

Lost articles must be sent to Receiving Department as soon as possible.

Do not adjust your clothes in the dining room.

Never, never under any circumstances use a napkin as a cloth to wipe a table or counter.

Rules of sanitation, good service, quietness and efficiency apply equally well to counter service.

Do not use soiled, smelly rags for cleaning. Keep back and under part of counter free and clean from an accumulation of soiled dishes.

Always wash hands carefully when leaving toilet. Never pick at your nose or ears, rub your face or arrange your hair without washing your hands thereafter. So far as your day's work is concerned, cleanliness is *more* important than Godliness.

Don't neglect people who are in a hurry. Suggest a dish you know can be produced in the time available.

Do not erase checks. Draw a line through the error and use another space for the corrected figure.

Chewing gum or reading on duty are not permitted.

Do not eat on duty except at the table during the authorized meal hour.

Do not break into a member's conversation to get an order, nor should questions be asked when a diner is drinking or has his mouth full of food.

Learn to know the wants of steady patrons.

Do not correct people who mispronounce dishes, nor embarrass people who seem to have trouble in knowing what to eat. Be sympathetic and patient.

Do not carry out packages without notifying the Receiving Department. Someone may think you are carrying away house property.

Guard against serving dishes on which gravy has been spilled over the side. This applies to creamed foods as well.

Be sure to guard against lost checks by reporting missing ones to the checker at once, after you look in your pocket.

No charge is to be made for food portions spoiled by accident, even if it is the fault of the patron.

Personal telephone calls are permitted only in case of emergency.

Do not take condiment containers from other tables.

Never carry a soiled side towel.

Cultivate a good memory. Interest in one's work makes it easier to remember.

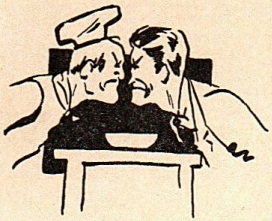
Learn to anticipate what the patron wants.

Never carry the side towel under your arm. Neatly across the wrist is correct.

Never use the arm as a tray.

Do not act flip or familiar with fellow employees or patrons. You can be dignified without being high hat.

Grouchiness will not be tolerated. It is a low form of discourtesy.



Learn to speak quietly and distinctly. Good English gives an indication of good breeding.

Mind your own business. This is a sure way to keep from making enemies.

Don't get excited. Go about your work methodically and quietly — one thing at a time. Stop for a second and get your bearings if everything looks hopeless. If you still think that you are in deep water ask for help.

Guard your health. Everybody admires pep, good health, clear eyes and wholesome expression.

Theoretically and usually in practice, the guest is always right. It is good business to feed his vanity as well as his appetite. If you can give him dollar dinner service with a fifty cent *meal,* he, the house and yourself usually benefit.

Don't be afraid of overdoing it. Good service is so rare that it usually stands out like a hilltop afire after dark.